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ERIC

THE COUNCIL-MANAGER FORM OF CITY GOVERNMENT

AND

THE CITY OF NEWMAN

*Newman. [Committee to study the  
city manager form of gov't]*

*Munic. gov't by city manager --  
CA - Newman*

October 16, 1975

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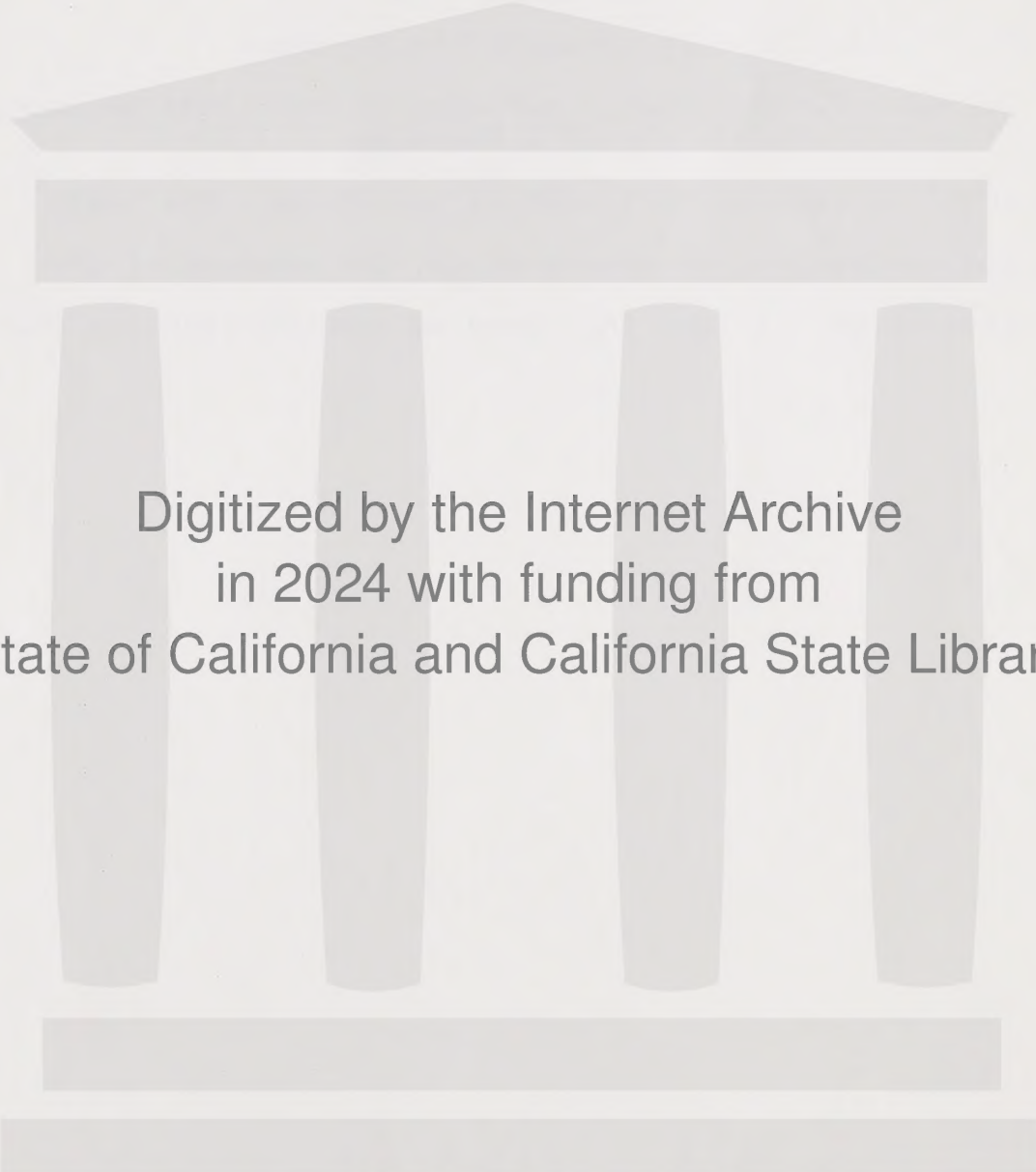
To:

Mrs. Margaret Lafler, Newman City Clerk

Mr. Harold Densmore, Newman City Attorney

Dr. Eric C. Bellquist, Professor of Political Science,  
U C Berkeley

This committee owes a very special gratitude. For their help and assistance, so freely given, the members of the committee extend to them this word of appreciation and thanks.



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## REPORT OF MAYORS COMMITTEE

In November of 1974, the Mayor of Newman appointed a committee of seven members to study the City Manager form of government, and requested this committee at the conclusion of their study to recommend to our City Council whether or not to adopt such a plan. In addition to the seven members, one councilman was designated to serve as liaison, but to have no vote in our final decision. The following report and its attendant recommendation is respectfully submitted to the Newman City Council for their consideration.

Cities in California fall into one of two classes, either charter or general law. The California League of Cities reported in 1971 that in California <sup>of</sup> 406 cities only 16 had charters. The rest were all organized under general law. Those with charters are the more populous communities, and our own County of Stanislaus has but one, the City of Modesto. Both class cities have elected officials with common responsibilities and obligations to their town and its citizens.

1. To determine the needs of the City in terms of facilities and services which only government can provide.
2. To adopt a program to meet these needs consistent with financial resources.
3. To develop a process of administration to carry out such a program.

It is the third obligation that mandates this study; and most students of government believe such a program should be a continuous and on-going project.

Newman, in common with the large majority of California municipalities, operates as a general law city and may choose its form of city government from one of the following:

1. Council-Manager
2. Council-Administrator
3. Mayor-Council

Should the general law city desire to change to one of the other types, it may do so by any of the following methods:

1. A Council adopted ordinance.
2. An ordinance submitted to the electorate.
3. An initiative measure.

Though three methods of change are available, the usual procedure is by Council ordinance. It is of course the simpler





solution, and is endorsed by students of government. They maintain elected officials are responsible for city administration, and it is not only their prerogative, but their duty to provide the most efficient form for the benefit of their citizens.

Each of the three city governmental types have their pros and cons. Our City, throughout most of its history, has operated as Mayor-Council and a brief consideration of its characteristics should be noted.

Historically, it is the oldest of the three forms and perhaps stems from Jacksonian democracy; an era when functions of city government were few and people were ~~at~~ afraid of a single executive. Its roots are in rural America and throughout the 19th century practically all cities were so governed. Recently, the form has been called the Weak-Mayor-Council plan, not because of the Mayor's personal inadequacies, but because under this set-up, the Mayor has no administrative power, and also to distinguish it from the Strong-Mayor-Council organization existing in large metropolitan centers.

Proponents of the Mayor-Council form like its simplicity. Voters elect the Council members and vest in them both policy making and administrative powers. Usually one member of the Council is assigned to supervise a department and as a rule becomes more concerned with this phase of city government. It should be mentioned here that no single member of the Council has an administrative voice as an individual, but only as a member of the Council sitting as an official body. It is only the group that can render decisions. Some small cities consider themselves to be classified as Council-Commissioner forms, but the Commissioner status is questionable from a legal standpoint. Those in favor of the Mayor-Council point out ~~that~~ elected officials must answer to the people, and therefore government control rests really with the voter or electorate.

Opponents to this form cite many inadequacies. While suitable for the 19th century, they feel it cannot cope with modern "housekeeping" methods such as budgets, departmental co-ordination, personnel, purchasing, planning etc. The Councils are made up of lay people, devoting part-time to city government in somewhat an amateur way, and modern cities require trained professionals, particularly in the administrative field. They point out that in the Mayor-Council type, no administrative leadership exists, there is no co-ordination between departments, and in budgeting, no one to decide which department may have the more critical needs at a given time. They further argue no single individual exists in the Mayor-Council form to see that laws and ordinances are carried out. That its inability to cope with modern conditions has occasioned





cities to switch to the centralized type of administration.

The above comments concerning the Mayor-Council system are sketchy, but as members of the Newman Council your experience with this type should permit you to evaluate it against the Council-Manager and Council-Administrator plans.

Because this committee was asked to study the Council-Manager form and to assess its value as a potential for Newman city government, more than a brief analysis should be made. Historically, the first mention of the plan came from a Californian, one Haven Mason, editor of the publication "California Municipalities" in the year 1899. Mr. Mason stated that every city with revenues of \$50,000 or greater, should have an administrator, knowledgeable in engineering, street construction, sewers, building construction, water and lighting systems, personnel, accounting, municipal law, fire protection, and library management. Apparently no police were required.

The first city to adopt the form was Staunton, Virginia. In 1908 this community sought a new governmental system. Since a state charter involved many complications, they simply passed an ordinance, and hired a full time manager of administration answering only to their council.

Since 1908 the Council-Manager growth has been spectacular. In 1970 our state had 404 cities of which some 315 had a centralized administration. The remaining 89 were small communities and even they have been converting to the professional administrator. One of the cities to whom we mailed a questionnaire (of which there will be more later) and showing revenues and expenditures of only one half those of our city, are also investigating centralized administration.

The difference between Mayor-Council and Council-Manager are not great. Both plans have elected councils presided over by a Mayor. Policy making in each case comes from the Council, and again in both instances the Council is the top authority. The one big difference is in administration. In the Council-Manager form, a professional manager is hired by the Council, serves at their pleasure and with no definite term of office. No manager can be successful without the confidence of the Council and good rapport here is essential. Structurally, the system resembles the English Parliament where the administration may be called to justify their performance at any time before the legislative body by a "vote of confidence".

Adrian and Press in evaluating the City Manager say that adopting such a program increases council prestige, and gives them greater control over municipal affairs. The Council selects their manager based on professional qualifications and not for political reasons. They further state that these managerial





qualities have brought far more co-ordination to governmental activities, produced better long range planning, emphasized the merit principle with personnel, promoted co-ordinated budgeting, and provided more financial information and management of finances than was ever possible under older city governmental institutions. They go so far as to state that while the Council-Manager type may not reduce the size of the budget, it has reduced unit costs by eliminating waste, and that any competent manager can save his own salary many times over, and therefore a City Manager becomes economical even for the small community. Adrian and Press conclude their appraisal by admitting that the plan has faults, as do all human institutions, but that the bulk of the cities who adopt it, seldom abandon the form.

Managers do require special skills and qualifications. He must be something of a diplomat and in the smaller city knowledge of engineering, construction or the like is an asset. The larger towns prefer a manager trained in college as a city administrator and also having on-job training in various departments, such a choice would also be adequate for the small town. The returned questionnaires, previously alluded to, all stress that the manager you hire must be the right man, and this is a most important task for the Council. Sources are available from which to seek applicants, such as those listed below:

1. International City Managers Association- Chicago
2. California League of Cities
3. Department of Political Science- State Universities
4. Frequently City Managers in adjoining communities know of qualified applicants.

The Council hires the manager by majority vote and he can be dismissed at any time in the same fashion. This is an important point, and is essential to the Council-Manager plan. The manager is hired as a professional administrator and paid for his ability to produce, and it is the Council's responsibility to control their administration. However, the manager doing his job, should have no fear of tenure even with Council changes, for he has become essential to government in the community.

Some ordinances require the manager to reside in the community in which he works, and this is perhaps more of an issue with the small city. But it is to be remembered that the Council is hiring a manager primarily as a competent trained professional and place of residence should be secondary. Salaries are extremely variable for city managers; however, the amounts paid in those communities to whom the committee mailed questionnaires are listed at the end of this report, and this should reflect the correct market.

CURRENT





What are the duties and responsibilities of a City Manager? Perhaps not two cities are identical in their requirements. The model city charter of the National Municipal League lists the following:

1. Oversees enforcement of all laws and ordinances.
2. Controls all departments with power to appoint, supervise, and remove department heads.
3. Makes recommendations to the Council of matters he thinks desirable.
4. Keeps Council advised of City's financial condition and future needs and trends.
5. Prepares and submits annual budget to Council.
6. Prepares and submits to the Council reports and memoranda requested.
7. Keeps Council and indirectly the public informed concerning operation and all aspects of city government.
8. Performs other duties the Council may legally assign to him.

Whenever the Council-Manager form is adopted, usually the Council undergoes a considerable change. Members are no longer burdened with hiring and firing department heads or supervising employees; and frequently their views and approach to municipal policy undergoes a change. Because they are able to rely on the City Manager to perform functions formerly occupying their time, they are able to assume a more objective approach to policy making.

In his relationship to the Council the Manager presents significant matters to them and should the Council in turn receive any new business, it is generally referred to the Manager who presents a written report at a future meeting, along with a recommended course of action for the Council to follow. While the Manager is considered an expert to advise and administrate, he is also a source for new ideas and in a sense becomes involved in policy making. He is interested in meaningful suggestions coming from public sources, and will frequently place them on the Council agenda for their consideration.

It also falls on the Managers shoulders to sell the Council-Manager plan to the citizens. He meets the public every day, and his adroitness in dealing with them has not only much to do with his own popularity, but that of the Council as well. An ability to deal with people and civic groups is as important a qualification as is the managers administrative talents.

The Council-Manager form has received considerable praise, and in many ways- excessive. It is not a perfect institution; it does have faults, though in many cases criticism comes from





a public who do not understand fully its operation.

The plan is sometimes questioned as being dictatorial and un-American because the chief administrator is appointed and not elected. Some voters feel the plan is too expensive for the small community, though many cities with less than 3000 population are turning to it. Because of its rapid growth, able managers are in short supply, particularly one possessing not just technical knowledge, but also with some education in the social sciences. Government is not just engineering and budgeting, but it also involves economics and sociology.

Many of the plans opponents fear that a strong manager may dominate the Council, but sometimes just the reverse occurs; the Council interferes with the administration and creates a weak manager. The Council being a body of equals with no policy making leader sometimes flounder, turn to their manager, and he becomes the policy leader. Still it is difficult to fault a program that has achieved such dramatic growth as the Council-Manager form of city government.

Though this committee was requested to study the Council-Manager type, another form is similar in that it has centralized administration and should receive some comment--the Council-Administrator. This plan is some what of a compromise between the Mayor-Council and the Council-Manager. Like the latter it has a chief administrator, but unlike the Council-Manager this person cannot hire and fire or perform any duties on his own. He must recommend to the Council and it is they who act. It stems from the old Jacksonian fear of a strong executive, and particularly one who does not answer to the voter. Some very excellent comments concerning the Council-Administrator plan are made in the completed Dixon questionnaire.

Both of these centralized administration forms are very similar from a cost stand point. However, most experts in city government consider the Council-Manager the more efficient and a better bargain. The problem with the Council-Administrator plan is that the Council is still bothered with departmental problems and are unable to function properly in their prime policy-making roll. The plan may also involve the Council and Administrator in petty bickering with personnel problems.

Most of the preceeding material comes from publications, periodicals, books, etc., a detailed bibliography will be found at the conclusion of this study. Much material is available concerning the Council-Manager plan, but unfortunately, the bulk of it relates to the larger communities. In addition to these sources several knowledgeable persons were consulted and some mention should be made of their views.

Most of us have been concerned about the cost element of the



manager program, and because of this considerable conversation revolved around this point. Gene Lees, director of the Institute of Governmental Studies- U.C. Berkeley, and his assistant Mr. Stanley Scott were contacted and because of our monetary concern suggested calling in an expert of city government on a regular periodic basis, to analyze our operations and to recommend steps to achieve better efficiency. Some qualified personnel were even recommended. At a later date their department gave us a list of texts on Urban Government, and one has proven of great value.

A most interesting interview was had with Mr. Howard Gardner, former Assistant Director to the California League of Cities, now retired, but spending considerable spare time as consultant and Secretary for the Pacific Coast Mayor's Association. He has written much on city government and some of the materials authored by him when with the league, were apparently used in the Patterson study. Mr. Gardner is quite frank in his opinions concerning the City Manager- he considers it the only way to go, and even for the smaller cities. He rates it a much better choice than that of the Council-Administrator, and shrugs off any monetary expense as still making it a bargain. He did emphasize that you had to secure the "right man".

Mr. Ken Frank, staff assistant to the California League of Cities, and located in Berkeley, felt that a manager under present inflationary costs might not necessarily be able to reduce your overall budget, but would bring a more efficient government to your citizens. When questioned concerning sharing a City Manager with a neighboring town, on a part time basis to split costs, conceded it had possibilities, but did not know if such a plan had ever been tried.

Another contact was a Stanislaus County Administrative officer. He suggested utilizing County Administrative personnel on a part-time basis, to study the operational aspect of our City and to recommend corrective measures required. Some apprehension of this method was expressed by some members of the committee.

One of our meetings was attended by the City Manager from a near-by city to answer questions put to him by members of the committee. The overall impression of his methods was that all budget expenditures were closely scrutinized and rigidly controlled. He was quite frank and open with his responses, even concerning his own salary. He cited instances where departmental major expenditures were curtailed because he felt the need not sufficiently critical. When questioned concerning his personal expenses in attending outside meetings and forums with other managers, he stated there had been none, and this was confirmed by a glance at his city's budget.





- In addition to the materials studied, and the people interviewed as listed previously, the committee developed a questionnaire and mailed copies to the mayors of some 16 selected cities. These communities were all below 5,000 in population and as Newman, farm oriented. Approximately five were Mayor-Council and the rest all possessed either City Managers or Administrators. Eleven completed questionnaires were returned, and though the other five were traced by phone, to date none of these have been received. Copies of the completed questionnaires are attached or included with this report. A second bit of information, developed by telephone, and pertaining to manager salaries, is also recorded on a separate sheet.

In order to compare the 16 cities in some detail the state controllers publication "Annual Report of Financial Transactions Concerning Cities of California" 1973-1974 fiscal year was used. The year 1974-1975 would have been preferable, but these figures will not be released until April 1976. Since the cities all varied in their bookkeeping practices, particularly in charting expense items, the detailed study hoped for could not be achieved. One chart is attached which presents a somewhat generalized comparison of their financial status. We have also included comparable figures for Newman.





Some mention should be made of our September 25th meeting. Though none of our sessions have been closed to the public, on this date we had invited interested citizens to attend, and to provide any input they considered relevant to our study. While the turn-out was small, perhaps only 8 or 10 persons, the group was most attentive and quite apt in their observations and questions. Extreme interest was shown in the information our study had developed, as well as the methods used. No advice was given the committee as to what would be the proper decision for them to recommend to the City Council. One person felt that Newman should be proud of the stewardship provided by our City Councils, both past and present, but that modern municipal government had become so involved and technical, that hiring a full-time trained professional was the logical solution.

The general atmosphere of this meeting was one of great objectivity, and it was a pleasure for the committee members to participate in such a discussion.



## SOME NEWMAN STATISTICS

YEAR	POPULATION	REVENUE	EXPENDITURES
1966-1967	2558	239,420	288,960
1973-1974	2670	458,695	472,846
1974-1975	2570	464,613	474,350

In considering the possibility of a change in our City's administration, some analysis of our present situation should be made. Modern society has become far more complex; citizens demands for services have increased and municipal governments are being continually burdened with more Federal and State regulations with which to comply. Though our small town is comparatively stagnant in population growth, we are not immune from these other increasing demands, and city council members, who are able to devote only part time to the operation of their City, are finding it difficult to cope with the ever increasing load.

In 1962 Newman had but 12 city employees; today there are 24. Water and garbage departments are now a part of municipal business, which before were handled by private firms. Citizens are asking for a new swimming pool, a municipal auditorium, and still find time to request more efficient handling of pets, noise, drains, streets, beautification etc., and as always there must be no increased taxation. The present day emphasis on ecology has necessitated a new sewer system, and in addition a new civic complex is planned. This same ecology has required wildlife, seismographic, soil, water, recreation elements, to name a few, and this creates additional work for our office personnel. A new tree ordinance has done the same for our street crews.

Another potential trouble spot is the increasing number of public servants who are organizing or joining unions in an effort to secure some of the benefits now enjoyed in the private sector. This could have an extremely critical effect on our already over-extended budget.

This is but a brief analogy of some of the problems faced by you as members of the Newman Council, and because of your more intimate contact with these contingencies, you probably could augment this considerably. It does however pose a question-

Can the Mayor-Council form of city government as it exists in Newman today continue to handle these ever increasing complications, or should a change be made to the Council-Manager type, with its centralized administration, to more effectively deal with the situation?





It is this committee's conclusion, by majority ballot, that the Newman City Council should adopt the Council-Manager form to more effectively cope with todays municipal problems.

Page 12 suggests some types of manager-administrative organization for your consideration.

Ernest Beall (70)  
Ernest Beall

John Callagher  
John Callagher

John Mowry  
John Mowry

William Ollinger  
William Ollinger

Douglas Stephens  
Douglas Stephens

Edward Williams  
Edward Williams

Tom Yancey  
Tom Yancey



One of the objectives of this committee was to provide the City with information regarding the costs of having a City Manager.

The information below is derived from the questionnaire and also from a telephone interview with representatives of each city.

#### I Salary:

The average base salary of the city managers was \$1450.00/mo.

#### Retirement Plans:

In all cases the manager is under the city retirement plan. Cost to the cities ranged from 4% to 7% of the salary. The approximate average was  $7\frac{1}{2}$  or \$115/mo.

#### Automobile & Travel:

In all cases the manager is provided with either an automobile or travel allowance on a mileage basis. This is only for city business. In one city a civil defense car was made available. In another case the automobile was provided by making a police car last one extra year. The cost estimates range from \$15.00 to \$30.00 per month, and we predict a monthly automobile-travel expense of \$20.00/mo.

#### Expense Account:

The managers are customarily paid for extra meeting, dues to professional organizations and meals at these meetings. Estimates range from a high of \$620.00 per year down to \$15.00 per month. The \$620.00 figure is from the City of Dixon and seems to be higher than that of the other cities. One could probably expect a monthly expense account of \$20.00.

Total estimated monthly expense being \$1695.00

#### II Offsetting Items:

Almost all of the cities are using temporary extra help under the State funded C.E.D.A. program. However, under normal circumstances, the smaller cities indicated that they utilize three positions:

- 1 City Manager (who also absorbs the position of City Clerk)
- 1 Assistant City Clerk (or director of financing)
- 1 Secretary (sometimes part time)



In all the cities, except Dixon, the City Manager is also the City Clerk. Waterford has a part time City Clerk, who is paid \$40.00 per month. A good City Manager will try to keep his staff to a minimum and this helps to justify his usefulness.

There is also the possibility of hiring a manager with engineering experience. Thus, saving the City outside engineering fees and possibly effecting savings in the field of public works.

III Summary:

If the present city staff, engineering, and public works are left as is, the actual cost to the City should be from \$21,000 to \$24,000 per year. Some additional "set up" expenses should be expected the first year for office supplies, printing, etc., but these should be nominal.

This City might have to leave the framework to get the right man for Newman. It is felt that the single most important factor in the City Manager form of government is the man himself. Thus, this information is meant to be merely a guideline. It would be a shame to pass up an excellent prospect for the sake of a few dollars of salary.

It may be noted that we have not included an ordinance for creating the position of City Manager. It is the feeling of the committee that the ordinance should be created by the City Attorney. We do suggest, however, that the ordinances of other cities be examined as well as the model ordinance created by the California League of Cities.





COUNCILMEN

JOSEPH F. OSTERMAN  
MAYOR

LOWELL MORRIS  
MAYOR PRO-TEM

JAMES M. STEPHENS

ALICE E. ARY

JOHN F. HAMEL

13.

# CITY OF DIXON

155 NORTH SECOND STREET

DIXON, CALIFORNIA 95620

PHONE (916) 678-2326

June 26, 1975

OFFICERS

JACK MELINE  
CITY MANAGER

BEA FAIRFIELD  
CITY CLERK-TREASURER

D. W. YOUNG  
CHIEF OF POLICE

W. H. FAIRFIELD  
FIRE CHIEF

STEVE HUPNER  
ASST. DIR. OF PUBLIC WORKS  
& BUILDING OFFICIAL

AL DOLS  
DIRECTOR OF FINANCE

E. C. SYLVIA  
CITY ATTORNEY


Mr. Doug Stephens  
Mayor's Committee  
P.O. Box 787  
Newman, California 95360

Dear Mr. Stephens:

In accordance with your request I have completed the attached questionnaire. I felt that some questions required some amplification and have therefore attached a separate sheet.

As a member of the Dixon City Council who has observed three city administrators I have tried to give you my observations as factually as possible.

Sincerely,

  
Joe Osterman

JFO:tjz



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager - but may be changed back to a City Administrator/Council form of government
- c. Other (Be specific)

2. How long has your city been under this system?

Refer attached sheet

3. How many salaried and full-time employees are under your present city government?

Twenty six (26)

4. Do you use a full-time city clerk?

- a. Yes - a good full time city clerk is invaluable
- b. No

5. Would you change your current form of city government?

- a. ☒ Yes
- b. No

If yes, to what form? - Back to a City Administrator/Council form of government for reasons as mentioned in article 2. Further, in talking to several City Managers of larger cities the consensus was that a City Administrator/Council form of government was best for cities the size of Dixon.

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain. No. Capital Improvement Projects have been an ongoing thing both during the City Administrator/Council and present City Manager/Council form of government.

7. Do you have a five year or long range capital improvement program? Explain. Yes. We have it on paper. The city paid around \$1,500 to have a firm come in and provide our personnel with instruction and guidelines in setting up a capital improvement program. When the program was finished the total outlay of funds amounted to about 3 million dollars. We are using the program as a guide to fund the most urgent programs that we can afford.

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

He has been able to obtain some Federal grants, and worked out an annexation which brought new sales tax, and property tax revenues into the city as a result of the annexation, but as to coming up with new sources of revenue, none that I can recall.





9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

We have always had enough candidates for municipal election under either the City Administrator/Council or City Manager/Council form of government....

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

Refer attached sheet

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

Not applicable

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

Refer attached sheet

13. How many city managers or head administrators have you had in the last 10 years?

Four (4).

14. Does the city council draw a salary, as well as the city manager?

Yes - \$150 per month is paid to members of the City Council. The city manager also draws a salary which is in excess of \$25,000 with fringe benefits.

15. Has the city manager improved the rapport with the city at large? Explain.

I have noticed no great improvement. I do believe that a city administrator or city manager who adhered to those guidelines mentioned in article 10 would be an asset to a city.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

Refer attached sheet



2. The City of Dixon changed to a City Administrator/Council form of government in 1961. It changed to a City Manager/Council form of government in 1973 at the request of the present City Manager who advised the Council that there was no difference, just a change in title. We found out later, there is a difference, that the City Manager has more power than the Council was willing to delegate, and by the next election or perhaps sooner, I anticipate that the City of Dixon will go back to a City Administrator/Council form of government....
10. No. I think the present City Manager is overpaid for the work he is doing. The ideal city administrator or manager, in my opinion, is one who gets out of the office at least once a day, tours the city, observes its condition as to cleanliness and orderliness, talks to all the citizens he can not just a few downtown businessmen, gets into the various neighborhoods, physically inspects the various departments daily, and finds out what is going on. Those that I have observed to date seldom follow this procedure. They spend a lot of time in the office or going to meetings.
12. I believe the City Administrator/Council form of government is best for a small city. This form of government allows the council more authority and discretion in dealing with matters that effect the day to day running of the city, particularly, as regards personnel. I would recommend that you stipulate in your city code that the Council make the final selection in hiring any Department Heads after the City Administrator has run the applicants through an appropriate selection board of peers. Always have the City Administrator submit to the Council the applications of the top three applicants. Don't let the City Administrator make the choice for you by sending up one applicant. City Administrators come and go, but council members usually remain in the community and may have to live with a bum choice...
16. Citizens are still going to complain to the Mayor and members of the council regardless of whether you have a City Manager or City Administrator/Council form of government. They, the citizens, in a small town know their elected officials, they do not know the "stranger" who comes into town to run their city at council direction, and they are reluctant to go to the city manager with their complaints, and particularly so if he doesn't act on them promptly. A city administrator or manager should make himself available to answer complaints and should act on them promptly. In his absence he should direct the City Clerk to channel the complaint to the appropriate department head (public works, police, finance, etc) for them to take action and to report back to him the action taken so that he can follow up and determine if the complaint was rectified to the citizens satisfaction. All too often, the citizen is left hanging. This city had one city administrator who could not or would not delegate authority to the department heads

#### REMARKS:

If you decide to hire a city administrator or city manager, I would suggest you consider the following:

1. Hire an individual with good leadership qualities, someone who will demand hard work and top performance all the way down the line, someone who isn't afraid to kick a few rears when necessary.
2. Hire an individual who, <sup>has</sup> some experience in forming up a good budget and forces the departments to operate within it.
3. Hire an individual who knows the personnel limits the city can afford and is willing to operate within it. Most city administrators or city managers can be forced to do this with an alert City Council requiring investigation, justification, and cost analysis





of any new position. Some city administrators and city managers are "empire builders". Dixon has remained at a static 24-26 personnel in the six years I have served on the council, and our tax rate has remained the same for three years, and will be decreased for the second time this year.

I am beginning to think that hiring a city administrator or city manager through advertisement in the "Western Region" magazine is not the only way to go. You get applications from assistant city managers on the way up who lack experience, and you get applications from city administrators or managers who have "bombed out" in other cities and are looking for another place to flop. It may well be that a good retired businessman, or ex-military retired could do as well or better. You might look at your own city and find someone there who could fill the job, maybe a former member of the city council. Someone who has proved themselves as leaders and administrators, and the only thing they lack is familiarity with local ordenances, zoning laws, the city code, annexations procedures, and grantsmanship for the big things, and the League of California Cities could educate them on most of these...

I hope this answers your questionnaire and is of some help to you. If I can be of further assistance, let me know. In my business I occasionally get near your area, if you should decide to go to a City Administrator or City Manager form of government, I would like to stop by and observe your selection process....



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager ✓
- c. Other (Be specific)

2. How long has your city been under this system?

FIVE YEARS

3. How many salaried and full-time employees are under your present city government?

26

4. Do you use a full-time city clerk?

- a. Yes CITY ADMINISTRATION IS ALSO THE CITY CLERK.
- b. No HOWEVER, THE CITY CLERK IS AN ELECTED POSITION. ELECTION BY THE PEOPLE.

5. Would you change your current form of city government?

- a. Yes
- b. No ✓

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

YES. A CITY MANAGER WITH EXPERIENCE, IS ON TOP OF EVERYTHING HE KNOWS WHERE ALL THE MONEY IS COMING FROM AND SPENDS FULL TIME ON THE J.B.

7. Do you have a five year or long range capital improvement program? Explain.

YES. YOU HAVE TO KNOW WHERE YOU ARE GOING. YOU MAY NOT ACCOMPLISH ALL OF YOUR PROJECTS BUT AT LEAST YOU CAN ACCOMPLISH MOST OF YOUR GOAL BY LOOKING AHEAD.

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

YES. HE MOST CERTAINLY HAS DONE A GREAT JOB ALONG THESE LINES. HE IS ALWAYS LOOKING INTO GRANTS ETC. WHEREAS THE COUNCILMAN CANNOT PUT IN HIS FULL TIME TRYING TO FIGURE OUT WHERE TO GET ALL THIS MONEY TO DO THE THINGS NECESSARY. IT TAKES A FULL TIME (over) MAN.





9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

I DON'T THINK IT MAKES TOO MUCH DIFFERENCE.

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts?

Explain.

DEFINITELY. IN MY MIND THERE IS NO OTHER WAY. I WANT TO MAKE ONE THING CLEAR. HE MUST HAVE EXPERIENCE OR IT WILL TAKE HIM 5 YRS TO FIND OUT WHAT TO DO.

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

ONE WAY ONLY - MANAGER.

13. How many city managers or head administrators have you had in the last 10 years?

1

14. Does the city council draw a salary, as well as the city manager?

YES.

15. Has the city manager improved the rapport with the city at large? Explain.

YES, BECAUSE HE IS ON THE JOB FULL TIME

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

YES - SAME ANSWER AS # 15

IF YOU WANT MORE INFO I WILL BE HAPPY TO TALK TO YOU.

Wm A. Brannell  
Mayor - City of San Palos, Calif



20. 4  
*Eschlar*

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

a. Mayor - Council

b. City Manager

c. Other (Be specific) Administrator - Council

2. How long has your city been under this system?

*about 10 yrs*

3. How many salaried and full-time employees are under your present city government?

*12 + 3 under govt reimbursement (Temp)*

4. Do you use a full-time city clerk?

a. Yes

☒ b. No *Administrator is also City Clerk*

5. Would you change your current form of city government?

a. Yes

☒ b. No

*not at present time*

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

*yes - but only because we have been progressing. We didn't have the money before, as we have only been incorporated since 1957*

7. Do you have a five year or long range capital improvement program? Explain.

*yes - we have it set up in each years budget hoping as the projects come up we'll have the money anticipated*

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

*yes - govt grants, etc*

(over)





9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted? *not really*

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

*yes - because he is on top of everything going on*

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

*Administrator type helps the Council to take care of problems, we used to take care of at meetings*

13. How many city managers or head administrators have you had in the last 10 years?

*2*

14. Does the city council draw a salary, as well as the city manager?

*\$175 a month which was voted by the people*

15. Has the city manager improved the rapport with the city at large? Explain.

*yes - because when citizens present problems to us as individuals we can refer them to the administrator and he handles them quickly + efficiently - saves time*

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

*He is available at City Hall at all times. I am available at my business at all times as well as most of the council*

*Sorry to take so long to answer.*



22

Greenfield

6.

PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

a. Mayor - Council

☒ b. City Manager

c. Other (Be specific)

2. How long has your city been under this system?

Two Years

3. How many salaried and full-time employees are under your present city government?

20

4. Do you use a full-time city clerk?

a. Yes

☒ b. No

5. Would you change your current form of city government?

a. Yes

☒ b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

YES, DOWN TOWN BEAUTIFICATION PROJECT

7. Do you have a five year or long range capital improvement program? Explain.

SEWAGE PLANT EXPANDING OUR PRESENT FACILITIES  
ALSO, OUR WATER SYSTEM

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

YES, FOR OUR DOWN TOWN BEAUTIFICATION PROJECT A FEDERAL  
GRANT, FROM EDA.

(over)



9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?  
 WE HAVE ALWAYS HAD GOODLY NUMBERS AND LIVELY INTEREST IN OUR CITY ELECTIONS
10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.  
 YES. BETTER SERVICES TO PUBLIC ALSO BETTER COMMUNICATION
11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?
12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.  
 MANAGER, BETTER CONTROL OVER CITY EMPLOYEES, BETTER COORDINATION BETWEEN DEPT. HEADS, BETTER RELATIONS WITH COMMUNITY, IF PROBLEMS ARISE CAN HANDLE FASTER
13. How many city managers or head administrators have you had in the last 10 years?  
 1 CITY ADMINISTRATOR 1 CITY MANAGER
14. Does the city council draw a salary, as well as the city manager?  
 NO, FOR THE CITY COUNCIL, YES, FOR THE CITY MANAGER
15. Has the city manager improved the rapport with the city at large? Explain.  
 YES. HE IS MORE AVAILABLE, TO LISTEN TO COMPLAINTS, TO TALK WITH PEOPLE, AND HAS TIME FOR PUBLIC RELATIONS WITH THE CITIZENS FROM CITY HALL
16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.  
 YES. OUR CITY COUNCIL IS MADE UP OF WORKING PEOPLE (NO BUSINESS PEOPLE) AND MOST OF US WORK OUT OF TOWN





PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

Gustine

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager
- c. Other (Be specific)

2. How long has your city been under this system?

13 YEARS

3. How many salaried and full-time employees are under your present city government?

24

4. Do you use a full-time city clerk?

- a. Yes
- b. No

5. Would you change your current form of city government?

- a. Yes
- b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

LARGE STREET IMPROVEMENT PROJECT      New CITY HALL  
SEWER POND IMPROVEMENT                      New FIREHOUSE  
STORM DRAIN PROJECT

7. Do you have a five year or long range capital improvement program? Explain.

YES

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

LEASE - PURCHASE PLAN WHICH WAS NEVER USED BEFORE  
REC'D FEDERAL GRANT FOR SEWER PROJECT IN AMOUNT OF \$50,000.00  
FEDERAL FUNDED BEAUTIFICATION GRANT



9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?  
*NO - BECAUSE WE HAVE BEEN ABLE TO ESTABLISH A RATHER STABLE GOVT SITUATION WITH MINIMUM CONTROVERSY*

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.  
*YES, HAS MORE TIME TO LISTEN TO CITIZENS PROBLEMS. RELIEVES THIS PROBLEM FROM COUNCILMAN -*

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.  
*A COMMUNITY OF TODAY NEEDS THE SERVICES OF A FULL TIME MANAGER TO MEET ITS NEEDS - ENDLESS FORMS TO BE FILLED OUT - APPLICATIONS FOR STATE & FEDERAL GRANTS - NEED THE EXPERTISE OF A QUALIFIED PERSON - MAYOR OR COUNCIL CAN NOT DO THIS TIME - MOST OF THEM HAVE JOBS TO FULFILL*

13. How many city managers or head administrators have you had in the last 10 years?  
*ONE*

14. Does the city council draw a salary, as well as the city manager?  
*YES*

15. Has the city manager improved the rapport with the city at large? Explain.  
*YES -*

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.  
*YES -*





PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

Which form of city government do you have?

- a. Mayor - Council ✓
- b. City Manager
- c. Other (Be specific)

2. How long has your city been under this system?

*Since Incorporation, Nov. 30, 1972*

3. How many salaried and full-time employees are under your present city government?

*17*

4. Do you use a full-time city clerk?

- a. Yes ✓
- b. No

5. Would you change your current form of city government?

- a. Yes
- b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

7. Do you have a five year or long range capital improvement program? Explain.

*yes - Renovation of existing streets to upgrade the existing service systems.*

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.



9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?
10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.
11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?  
*We are considering this now.*
12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.
13. How many city managers or head administrators have you had in the last 10 years?
14. Does the city council draw a salary, as well as the city manager?  
*City Council receives \$75/mo.*
15. Has the city manager improved the rapport with the city at large? Explain.
16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

REPAIR 12

1. Which form of city government do you have?

a. Mayor - Council

☒ b. City Manager

c. Other (Be specific)

2. How long has your city been under this system?

10 years

3. How many salaried and full-time employees are under your present city government?

30

4. Do you use a full-time city clerk?

☒ a. Yes

b. No

5. Would you change your current form of city government?

a. Yes

☒ b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

YES

The City has joined the office of City Engineer and City Adm - Using an Engineer Manager Saves Money AND

7. Do you have a five year or long range capital improvement program? Explain.

YES, WATER & SEWER.

Provides  
Excellent  
Planning

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

Yes, EPA, Sewer Grant, State Park Bond Act.  
New Community Center Bldg - CETA Employment PSE  
CCJ Grant Burglary Prevention Program and  
Others.

(over)





9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

*Yes, Elected officials like the background and experience and ability to deal with municipal problems and employees.*

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

*Without a doubt, Mr. City can provide and spend unlimited time to the position. He doesn't worry about re-election and our political favors.*

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

*A Full Time Professional Manager with an Engineering Background is a necessary must for a community of 2000 people. Don't fool around losing revenues and revenue planning and unprofessional direction.*

13. How many city managers or head administrators have you had in the last 10 years?

*3*

14. Does the city council draw a salary, as well as the city manager?

*Token -*

15. Has the city manager improved the rapport with the city at large? Explain.

*Yes, again he has time and ability to meet and promote the affairs of the city. This is his profession.*

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

*Yes,*

*yes*

*yes.*



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- ☒ a. Mayor - Council
- b. City Manager
- c. Other (Be specific)

2. How long has your city been under this system?

22 January 1947

3. How many salaried and full-time employees are under your present city government?

18

4. Do you use a full-time city clerk?

- ☒ a. Yes
- b. No

5. Would you change your current form of city government?

- a. Yes
- ☒ b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

7. Do you have a five year or long range capital improvement program? Explain.  
No

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.



9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?
10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.
11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?  
Yes - tried it 1963 to 1966 - Too expensive for the service we received.
12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.  
Mayor-Council would be rated much higher because of finances.  
Our city is too small to raise the money paid a manager.
13. How many city managers or head administrators have you had in the last 10 years?  
1 city administrator
14. Does the city council draw a salary, as well as the city manager?  
City Council salary is \$30.00 per month
15. Has the city manager improved the rapport with the city at large? Explain.
16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.





PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

1. Which form of city government do you have?

- ☒ a. Mayor - Council
- b. City Manager
- c. Other (Be specific)

2. How long has your city been under this system?

Since Incorporation

3. How many salaried and full-time employees are under your present city government? 27

4. Do you use a full-time city clerk?

- ☒ a. Yes
- b. No

5. Would you change your current form of city government?

- a. Yes
- ☒ b. No

If yes, to what form?

One councilman is in favor of city manager.

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

none

7. Do you have a five year or long range capital improvement program? Explain.

Yes. - Finished new sewer system, built new library. and at present for the past five years are working on storm sewers, increasing size of inadequate water lines.

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

None.



9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why? *Discussed - saw no advantages & cost would be greater. We have adopted by agreement a form where each councilman is in charge of one phase of city government.*

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

*We have a Commissioner of streets, water and sewer, library, parks and recreation, and fire department. The mayor is in charge of city hall.*

13. How many city managers or head administrators have you had in the last 10 years?

14. Does the city council draw a salary, as well as the city manager?

*City Council gets 30<sup>00</sup> a month plus 10<sup>00</sup> a special meeting. Special meetings are limited to three a month.*

15. Has the city manager improved the rapport with the city at large? Explain.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

*Hope I have given you the information requested. If not, write again.*

*Charlton  
Mayor - Orlando*



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

Patterson

1. Which form of city government do you have?

- a. Mayor - Council
- b. City Manager / Council
- c. Other (Be specific)

2. How long has your city been under this system?

2 yrs.

3. How many salaried and full-time employees are under your present city government?

20

4. Do you use a full-time city clerk?

- a. Yes
- b. No

5. Would you change your current form of city government?

a. Yes

b. No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

Full Time Administrator in person of city mgr. has made our Council more cognizant of need for capital improvement projects. Full inception, continuity in planning, funding available etc.

7. Do you have a five year or long range capital improvement program? Explain.

yes - Streets - Priorities Set by Council & City Staff. - needed improvements attended to in objective - non-political manner -

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

yes - Knowledge of these financing sources and had meeting deadlines, Advising Council as to when to apply have all been more obviously used since change to city mgr. Administration

(over)





9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

Yes - The Public's Awareness of city Hall's Function has increased - Interest expressed - more involvement

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts?

Explain.

yes - Projects - Financing - Planning - Effective use of man power - more services for Tax Payers - all hard fought "justification" for salary

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

Policy making Body can implement public desires and a check/balance system exists as representatives of the electorate can elect on

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

Mgr - firm - Financial Soundness - Full Time Administration - General Supervision, Effective Budgeting - Priorities to meet needs of documented budget - general electorate

13. How many city managers or head administrators have you had in the last 10 years?

/

14. Does the city council draw a salary, as well as the city manager?

no

15. Has the city manager improved the rapport with the city at large? Explain.

yes - Even as issues have risen that were controversial - he has never hesitated to patiently explain and quell criticism head-on. Issues have not been avoided - hard support has been built

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

yes - the Political candidate elected to Council Finds the Mgr. at all times capable of defending the municipalities position and readily available to give due consideration to citizens complaints - He also acts as



PLEASE ANSWER THE FOLLOWING QUESTIONS AS ACCURATELY AS YOU CAN

Waterford

1. Which form of city government do you have?

a. Mayor - Council

b. City Manager

c. Other (Be specific) *CITY ADMINISTRATOR DUTIES ARE SAME AS CITY MANAGER EXCEPT WITH HIRING AND FIRING OF DEPT HEADS.*

2. How long has your city been under this system?

*SINCE OCTOBER 1974*

3. How many salaried and full-time employees are under your present city government?

*PRESENTLY HAVE 14 FULL TIME; (10 REGULAR AND 4 UNDER CTA.)*

4. Do you use a full-time city clerk?

a. Yes.

b. ☒ No

5. Would you change your current form of city government?

a. Yes

b. ☒ No

If yes, to what form?

6. Has your city entered into more capital improvement projects since the inception of the City Manager administration? Explain.

*WE ARE AT PRESENT IN PROCESS OF A <sup>PARTIAL</sup> STREET IMPROVEMENT AND DRAINAGE PLAN, WHICH WAS ON A RECOMMENDATION FROM OUR ADMINISTRATOR*

7. Do you have a five year or long range capital improvement program? Explain.

*YES. INCLUDES STREET IMPROVEMENT & SEWER MAINS.*

8. Has your city manager or administrator pointed out and taken advantage of financing sources which were not previously utilized? Explain.

*YES. WE HAVE UTILIZED GRANTS FOR PARK, POLICE DEPT AND PUBLIC WORKS.*

*ADMINISTRATOR HAS SECURED many people on public employment programs*



9. Is your city able to attract more candidates for municipal elections since the city manager administration was adopted?

WE HAVE NOT HAD AN ELECTION SINCE GOING TO CITY ADMINISTRATION.

10. Do you feel that your city manager or administrator justifies his salary in increased services to citizens or actual revenues received by his efforts? Explain.

UPON RECOMMENDATION OF THE ADMINISTRATION WE WILL BE ATTEMPTING TO REELECT A MEMBER OF THE SEWER DISTRICT AND CITY. ALSO IN NEAR FUTURE A PLAN TO CONSOLIDATE WATER SERVICES INTO CITY SERVICES. WHICH SHOULD PROVIDE INCREASED REVENUE AND THE CITY MAY BE ABLE TO DECREASE COSTS TO CITIZENS.

11. If your city operates under the Mayor-Council form, have you ever considered changing to the City Manager type? If not, why?

N/A.

12. How would you rate the two forms (Manager vs. Mayor-Council) given a community of 5000 or less, based on your experiences? Explain.

BEFORE HAVING ADMINISTRATION WE WERE PAYING OUT A LOT OF MONEY FOR A FULL TIME CITY CLERK AND SECRETARY AS WE NOW PAY OUR ADMINISTRATION PERSON HAVING SOMEONE WHO HAS EXPERIENCE IN CITY OPERATIONS IS A GREAT BENEFIT.

13. How many city managers or head administrators have you had in the last 10 years?

ONE

14. Does the city council draw a salary, as well as the city manager?

COUNCIL SERVES WITHOUT SALARY

15. Has the city manager improved the rapport with the city at large? Explain.

VERY MUCH SO. MAJORITY OF OUR COUNCIL HAVE JOBS OUTSIDE THE CITY AND ARE NOT ALWAYS AVAILABLE DURING WORKING HOURS. BY HAVING SOMEONE WITH AUTHORITY AT CITY HALL, CITIZENS CAN EXPRESS THEIR CONCERNS WITH HIM.

16. Is the city manager more available to answer and correct routine complaints by the citizens? Explain.

COUNCIL MEETINGS, PRIOR TO GOING TO CITY ADMINISTRATION TYPE GOVT WAS THE PLACE PEOPLE WERE BRINGING ALL COMPLAINTS. NOW A LARGE MAJORITY OF TAX PROBLEMS ARE BEING HANDLED BY THE ADMINISTRATION.









# GENERAL EXPENDITURES 73-74 39

City	Genl. Govt	Public Safety	Public Welfare	Health Services	Library	Parks & Rec.	Contract Govt	Deficit	TOTAL
Corning	114718	113837	197747	-	115254	47205	5250	37646	594011
Dixon	220863	196313	239397	-	-	62634	-	-	719227
Dos Palos	137969	101665	212280	-	-	16032	-	18485	467966
Escalon	77054	104643	76102	-	147	5377	-	-	263331
Gonzales	141334	170300	69274	-	-	160976	1359	16619	543459
Greenfield	80240	98203	169427	-	-	-	-	3153	347870
Hickson	27385	48632	39939	-	-	-	-	-	115956
Meridian	246089	89592	189337	-	-	67546	-	-	694786
Live Oak	41930	93251	33963	-	-	20102	-	-	189266
Livermore	150005	133678	180561	-	-	40619	1000	90399	755810
Orland	83653	231760	213908	-	47442	60182	-	57906	640947
Pipon	106358	109654	137072	-	41496	53545	-	-	448131
Waterford	59704	64024	80698	-	-	7710	-	-	211736
Winters	82353	124161	126785	-	-	13713	-	31642	407012
Groton	163063	86988	206347	-	-	58036	-	28671	511634
Princeton	163186	106903	252339	11101	-	14797	-	-	548298
Newman	85023	100947	299861	-	1558	75458	-	14131	472846





1966-1967

40.

TOWN	COUNTY	POP.	Revenue	Expend.	Bonds	Type Govt
CORNING	TEHAMA	3475	284918	268585	30000	INC
DIXON	SOLANO	3550	403965	453733	304000	HD
DOS PALOS	MERCED	2700	225277	216327	-	INC.
ESCHLON	SAN JOAQUIN	2154	188163	199318	100000	INC.
GONZALES	MONTICELLY	2550	165412	160580	574000	INC.
GREENFIELD	"	2034	123327	96171	210000	INC
KATMAN	TRINITY	2545	207636	227188	27000	INC
LIVE OAK	SUTTER	2422	130465	101331	252000	INC
LIVINGSTON	MERCED	2675	262214	240237	412975	INC.
ORLAND	GLENN	3020	274906	235606	-	INC.
RIPON	SAN JOAQUIN	2537	257935	186926	124000	HD
WINTERS	YOLO	2125	172437	173610	140000	INC
YUSTINE	MERCED	3250	289352	281406	511500	INC.
YUBA	STANISLAUS	3012	253152	213577	215000	INC
YUBA	"	2658	279420	278960	-	INC





# SUMMARY OF QUESTIONNAIRE RESULTS

## QUESTION

#5 Would you change?

#6 More capital improve-  
ment program since  
City Manager?

#8 Has Admin. taken  
advantage of financing?

#9 More candidates run-  
ning for office?

#10 Justifies his salary?

#11 If you have C. M.  
would you change?

#12 How would you rate  
two forms?

#15 Has C. M. improved  
rapport?

#16 Is C. M. more  
available to public?

+ Positive  
- Negative  
0 NA

41

	DIXON	DOS BATES	ESCAMPA	GREENFIELD	GUSTINE	HULLYSON	KERMAN	LIVE OAK	ORLAND	RATON	RIPON	WATERSFORD
#5 Would you change?	+	+	+	+	0	+	-	-	+	+	+	
#6 More capital improve- ment program since City Manager?	0	+	+	+	+	0	+	0	0	+	0	+
#8 Has Admin. taken advantage of financing?	+	+	+	+	+	0	+	0	0	+	0	+
#9 More candidates run- ning for office?	0	0	0	0	0	0	0	0	0	0	0	0
#10 Justifies his salary?	+	+	+	+	+	0	+	0	0	+	+	+
#11 If you have C. M. would you change?	0	0	0	0	0	+	0	-	-	+	+	0
#12 How would you rate two forms?	+	+	+	+	+	0	+	-	-	+	0	+
#15 Has C. M. improved rapport?	+	+	+	+	+	0	+	0	0	+	0	+
#16 Is C. M. more available to public?	-	+	+	+	+	0	+	0	0	+	+	+
	5+	7+	7+	7+	7+	1+	7+			8+	4+	7+
	1-							3-	2-		1-	
	3-0	2-0	2-0	2-0	2-0	1+	2-0				4-0	2-0
	4+	7+	7+	7+	7+	1+	7+	3-	2-	8+	3+	7+

Possible Response 108

Positive Responses 60

Negative Responses 7

NA or no response 41





# SALARIES AND EXPENSES OF VARIOUS CITY MANAGERS

42

4806 - Buff  
5806 - Blue  
8806 - Green

	POP.	CITY	1 BASE SALARY <i>Monthly</i>	2 AUTO? MILEAGE?	3 RETIRE- MENT?	4 ASS'T CITY CLK	5 CITY CLK?	6 EXPENSE ACCT?
1				YES, A	P.E.R.	3 GIRLS		
2	2724	DOS PALOS	1600	CIVIL DE- FENSE CAR WAS USED AT FIRST	S.	IN OFF.	NO	FOR MEET- INGS
3								
4								
5								
6								
7								
8	2550	ESCALON	1344	YES, FOR	2040yr	TEMP.	NO	\$ 20mo.
9		Note: \$1606		CITY BUS		UNDER		
10		incl. fringe		ONLY		C.E.D.A.		
11				YES,				
12	2700	GONZALES	1672	POLICE	5 1/2%	2 GIRLS	NO	FOR MEET- INGS ETC
13				CAR IS	OF SALAR	IN OFF.		
14				KEPT 1				
15				XTRA YR.				
16				\$15 mo.				
17	3400	KERMAN	1600	YES,		3/ OFF.		
18				LESS THAN		FIN. DIR	YES	IF HE
19				\$3000 YR.	4%	TREASURER		HAS EXP.
20					OF SALAR.	CITY CLK		AVG \$15mo.
21								
22	2700	RIPON	1416	MILEAGE	10%	4 IN OFF.	NO	
23				BASIS	OF SALAR	YES, TEMP.		
24				\$25 mo.		UNDER		
25				AVG.		C.E.D.A.		
26						PROGRAM		
27	2340	WATERFORD	1164	NO. REIM-	7.8%	1 GIRL	YES,	PD. FO
28				BURSED	OF SAL.	IN OFF.	PART TIME	MEETIN
29				LONG TRPS.			\$40 mo.	ETC.
30								
31						FINANCE		
32	4740	DIXON	1753- 2139	YES	P.E.R.S.	DIR. CLERK	YES	BUDGETE
33		(Dixon is on a				1 FULL TIME		FOR DUE
34		5 step salary				1 PART TIME		ETC. AN
35		plan over a 3						MEETING
36		year period.)						\$ 620yr

## NOTES:

AVERAGE BASE SALARY

1542.00 Mo.

RETIREMENT COST TO CITIES AVG.

105.00 Mo.

OUTSIDE EXPENSE ACCOUNTS RANGED FROM \$ 15.00 to \$ 52.00 Mo.

IN MOST CASES CITY MGR/ ADMIN. ACTS AS CITY CLERK





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